

## **TASK FORCE LEADER**

**August 29, 2003**

### **a. Position Description**

The TFL is responsible for managing and supervising all aspects of a mission, both operational and managerial, from the time of activation through the return to the home jurisdiction. This includes all personnel and equipment resources as well as overseeing and directly supervising the Task Force management. The TFL is responsible for the development and completion of all Task Force objectives as well as the proper reporting, record keeping, and after-action requirements. The TFL reports directly to:

- The DHS/FEMA ESF #9 Leader on the EST during the mobilization and demobilization phases of the mission; and
- The IST Leader at a mission location.

The Task Force Leader is responsible for:

- Developing and implementing the Task Force Tactical Plan;
- Addressing the coordination, management, and supervision of all Task Force activities;
- Supervising the following positions:
  - ◊ Search Team Manager
  - ◊ Rescue Team Manager
  - ◊ Medical Team Manager
  - ◊ Logistics Team Manager
  - ◊ Planning Team Manager
  - ◊ Safety Officer;
- Ensuring the development of all Task Force organizational and logistical needs;
- Interacting with the IST Leader for coordination of all Task Force activities and support requirements;
- Receiving briefings and ensuring that all Task Force personnel are kept informed of mission objectives and status changes;
- Providing regular situation reports to the IST;
- Preparing and maintaining records and reports, as required;
- Performing additional tasks and duties, as assigned during a mission;
- Adhering to all safety procedures;
- Ensuring the completion of all the required reports and maintenance of records;
- Ensuring incident stress management activities are conducted;
- Ensuring resource acquisitions are properly processed;

- Preparing performance evaluations (FEMA Form 90-106) for assigned personnel; and
- Providing accountability, maintenance, and minor repairs for all issued equipment.

**b. Position Requirements and Criteria:**

Individuals who meet the following requirements and criteria will be eligible to become TFLs in the DHS/FEMA US&R Response System. The intent of these requirements is to select functional managers capable of effectively managing and supervising all aspect of the Task Force in the urban disaster environment. The requirements and criteria for the position are identified in the following categories:

- Knowledge
- Skills
- Abilities.

Knowledge:

The TFL must have:

- A comprehensive knowledge of NIIMS; the FRP; and the DHS/FEMA National US&R Response System, its organizational structure, operating procedures, safety practices, terminology, and communications protocols;
- A comprehensive knowledge of the Task Force functions, and urban search and rescue operations, tactics, strategy, and safety considerations;
- An understanding of other disaster response organizations;
- Knowledge of the practical application of available technology used to support US&R missions and objectives;
- Completed the DHS/FEMA Task Force Management and Coordination Course;
- An awareness of the hazards associated with various disaster environments;
- A knowledge of supervisory and personnel management techniques; and
- A knowledge of Diplomatic Planning and Problem Solving module.

Skills:

The TFL must:

- Be competent in the development and use of integrated action planning concepts and processes;
- Be competent in emergency incident management;

- Be competent planners at developing and maintaining interpersonal relations; and
- Be a competent planner and organizer.

Abilities:

The TFL must:

- Be capable of effectively coordinating and directing multiple functions of the Task Force during mission assignment;
- Be able to be flexible, to improvise, to share information, resolve conflicts, and solve problems;
- Be able to effectively communicate orally and in writing;
- Possess good interagency coordination skills and work well with various technical components and other organizations;
- Have the ability to lead; and
- Have the ability to follow directions without supervision.

**c. Operational Checklist**

The purpose of this checklist is to define the duties and responsibilities of the TFL during a mission assignment. The list is intended to be a general summary of actions. It should be understood that:

- Some required actions may not be listed, but must be identified and assumed by this position;
- Some actions may be the primary responsibility of another Task Force position, but may require assistance and coordination from this position; and
- The actions are listed in a general chronological order, but may require deviation.

**(1) Upon Activation/At the Task Force Assembly Point:**

- Upon receipt of an activation order, confirm the assignment and obtain instructions from initiating the organization. Obtain 24-hour contact numbers;
- Review the sponsoring organization's mobilization guidelines and coordinate activities of the Task Force during activation to include:
  - ◊ Assess Task Force readiness;
  - ◊ Receive approval to mobilize;
  - ◊ Advise DHS/FEMA of the ability to accept the mission;
  - ◊ Select Task Force management personnel; and
  - ◊ Advise State and local officials if appropriate;

- Establish communications with the selected Task Force management personnel and provide an initial briefing and work assignments, to include:
  - ◊ Selecting and assembling Task Force personnel;
  - ◊ Assembling all elements of the equipment cache;
  - ◊ Ensuring for the arrangement of meals and transportation;
  - ◊ Determining the transportation mode to the mobilization center; and
  - ◊ Coordinating with logistics for transportation needs upon arrival at the mobilization center;
- Obtain information on site conditions, prevailing environmental issues, and necessary resource requirements from the EST. Use the Initial Task Force Briefing Form to collect appropriate information;
- Develop rosters and plans for reconnaissance and advance teams;
- Coordinate activities of the Task Force during activation and mobilization to include establishing contact with officials at the assigned POD and, If possible, sending an advance team to the POD for coordination and communication;
- Meet with assigned team managers and ensure that their personnel are personally prepared, self-sufficient, and adequately equipped to perform their assignment;
- Assemble Task Force personnel at the Assembly Point. Ensure that all personnel are properly processed for mission response;
  - ◊ Ensure that all Task Force personnel have forwarded accurate Responder Information Sheet to the Medical Team Manager;
  - ◊ Ensure all personnel have all their personal equipment;
  - ◊ Ensure that all personnel receive appropriate issue of gear (portable radio, functional vest, etc.); and
  - ◊ Determine personnel status for deployment after the Medical Team Manager has made their recommendations;
- Determine the specific personal gear and equipment cache required for the specific disaster area climate and location;
- Review pertinent equipment cache readiness status;
- Coordinate any deviation from the equipment cache list with the ESF #9 Leader in the EST;
- Identify and initiate logistical requirements for assigned personnel and equipment;
- Institute emergency acquisitions as authorized in the activation order;
- Ensure that assigned team managers are adequately briefed on and understand the following:
  - ◊ Individual, team, and Task Force performance expectations;

- ◇ Task Force problem solving processes; and
- ◇ Methods for establishing and changing Task Force priorities;
- Ensure an initial Task Force briefing to all personnel is conducted (use Initial Task Force Briefing Form) to include:
  - ◇ Task Force organizational structure;
  - ◇ Chain of command;
  - ◇ Latest event information;
  - ◇ Environmental conditions;
  - ◇ Media issues and procedures;
  - ◇ Safety and health Issues;
  - ◇ Communications procedures;
  - ◇ Other information provided by the specific Task Force specialists;
  - ◇ Code of conduct; and
  - ◇ Distribution of the operational checklists;
- If military aircraft are used, ensure completion of DoD Flight Manifest;
- Ensure mechanisms are in place for the sponsoring agency to be kept updated on the Task Force's activity and well being;
- Ensure family support mechanisms are in place and activated for deployed Task Force members; and
- Ensure all personnel review all phases of the General Operational Checklist.

**(2) At Point of Departure:**

- Ensure that personnel are assigned as appropriate to assist with the movement and loading of equipment in accordance with the Task Force's load plan;
- Ensure the delivery of:
  - ◇ Flight Manifest Form; and
  - ◇ DoD canine transport release letter; and
- Ensure an appropriate safety briefing is made prior to transport and Safety Officer monitors standards for safe operations.

**(3) In Transit:**

- Discuss and coordinate anticipated logistical requirements (i.e., transportation, etc.) with the team managers prior to arrival at the mobilization center; and
- Maintain contact with EST/IST as required.

**(4) Arrival at Mobilization Center:**

- Meet with the IST POA/Mob Center Specialist, or the appropriate officials at the mobilization center and receive a briefing and Task Force assignment;
- Brief team managers and introduce the IST or facility's representative and local authority;
- Ensure priority movement of personnel and equipment is identified;
- Ensure that personnel are assigned as appropriate to assist with the movement and loading of equipment in accordance with the Task Force's load plan;
- Ensure that an assessment of available resources to support the Task Force operations is conducted;
- If necessary, deploy an advance team with the IST to assess an appropriate site for locating the BoO;
- Assemble all personnel for a mission briefing with the assigned IST POA/Mob Center Specialist and/or appropriate officials to include: assignment, situation report, medical center support, team issues, equipment off-loading, and maps; and
- Ensure security provision for personnel and equipment are arranged.

**(5) On-Site Operations:**

- Contact local authority/IST and receive a briefing to include:
  - ◊ Incident situation report;
  - ◊ Task Force objectives;
  - ◊ Tactical assignments;
  - ◊ Task Force support layout and requirements (BoO);
  - ◊ Communications plan, frequencies, and radio designations;
  - ◊ Review emergency signaling and evacuation procedures;
  - ◊ Review medical treatment and evacuation procedures;
  - ◊ Review process for ordering supplies and equipment; and
  - ◊ Local and site hazards and personal safety precautions;
- In the absence of an IST, provide a US&R Task Force Fact Sheet to local officials identifying Task Force capabilities, requirements, etc.;
- Identify Local and IST Task Force reporting requirements to include:
  - ◊ To whom
  - ◊ Type of information to be reported
  - ◊ Reporting schedule
  - ◊ Means of reporting;
- Identify Task Force support requirements and request process with the IST:
  - ◊ Provisions (food, water, etc.)
  - ◊ Heavy equipment (cranes, bulldozers, etc.)

- ◇ Support personnel;
- Assess initial Task Force strategic considerations:
  - ◇ Structural triage
  - ◇ Building marking
  - ◇ Reconnaissance activities
  - ◇ Equipment cache set up
  - ◇ Rescue operations;
- Deploy one or two reconnaissance teams as soon as possible, if required;
- Ensure a Task Force BoO is established in an appropriate location in accordance with the Task Force Base of Operations Location Checklist, to include:
  - ◇ Task Force Command Post
  - ◇ Medical treatment area
  - ◇ Personnel and canine shelters
  - ◇ Equipment cache
  - ◇ Food preparation/feeding area
  - ◇ Latrine/sanitation area;
- Develop operational priorities based on the plans and recommendations from each Task Force functional section;
- Ensure team managers develop a process to determine an overall operational assessment process that includes:
  - ◇ Functional requirements and immediate needs
  - ◇ Work schedules for extended operations
  - ◇ Rest and rotation periods for personnel
  - ◇ Adequacy of support facilities;
- Participate in planning meetings and operational briefings with the IST;
- Ensure regular progress reports are forwarded to the IST Planning Section on accomplishments or conflicts. Identify the completion of assignments and availability of resources;
- Evaluate the capacity of assigned resources to complete the assignment. Order additional resources if needed;
- Ensure that sufficient resources are assigned to assist the Logistics Team Manager with the unloading, sorting, and set up of the equipment cache and Task Force support facilities;
- Ensure that the Medical Team Manager, in conjunction with the IST Medical Unit Leader, obtains a general health and medical situation assessment and locates available resources. Convey medical capabilities and limitations to local official(s) (use the Task Force Medical Team Fact Sheet), indicating the need for additional resources or specialized medical capabilities. Pertinent incident medical planning

information should be passed on, through the chain of command, to State, Federal, and NDMS officials;

- Ensure that the Medical Team Manager provides guidance to Task Force members on health maintenance matters;
- Ensure that all Task Force supervisors are identified by vests;
- Monitor on-site coordination between the functions within the Task Force, other Task Forces, local officials, and the IST. Ensure that the Medical Team Manager establishes liaison with local EMS personnel and support agencies to define plausible medical support, means of patient evacuation, and communications within the ongoing medical system. Define:
  - ◇ Means for Medevac of an injured Task Force member with the IST; and
  - ◇ Issues related to death of a Task Force member (personal effects, transport, reports, coroner's requirements etc.);
- Evaluate Task Force operations performance in meeting established objectives to include:
  - ◇ Effectiveness of overall strategy and tactics;
  - ◇ Assessment of equipment shortages and needs;
  - ◇ Ensure the health and welfare needs of personnel including the need to drink fluids, eat food, and take rest periods;
  - ◇ Assessment of fatigue in personnel;
  - ◇ Assessment of signs of and extended incident stress in personnel; and
  - ◇ Ensure adherence to established procedures;
- Conduct regular Task Force meetings and daily briefings. The Incident Daily Briefing Form may be used for both planning meetings and briefings. Identify:
  - ◇ Who should attend
  - ◇ Schedule
  - ◇ Unique agenda items;
- Resolve any coordination, communications, and personnel problems with the Task Force;
- Brief your replacement fully on all ongoing operations when relieved at work cycle rotations. Ensure off-going Task Force managers are debriefed at each operational cycle;
- Coordinate with local officials to obtain pertinent information. Identify communications means for contact with sponsoring organization on a periodic basis; and

- Prior the receipt of the demobilization order, provide an estimate to the IST of the hours necessary for personnel and cache rehab.

**(6) Reassignment/Demobilization:**

- Assess the suitability of Task Force for reassignment and advise the IST if required;
- Brief personnel on mission status, reassignment, and demobilization determinations;
- Ensure that personnel are assigned to assist with the break down and policing of the Task Force operational area and the BoO;
- Ensure the return of BoO site to at least its original condition;
- Inform the home jurisdiction of the Task Force's status;
- Ensure that all tools and equipment are inventoried, returned to the cache and prepared for movement;
- Maintain contact with the IST and provide a status report on reassignment or demobilization;
- Ensure that all operational losses and maintenance requirements of tools and equipment are documented;
- Ensure that personnel are assigned to assist with the movement and loading of the equipment cache;
- Ensure that all Task Force members have input in the Task Force mission critique;
- Submit replacement, initial purchase, and/or rehabilitation reimbursement requests and related receipts to DHS/FEMA Headquarters (FEMA Form 270) within 180 days after the return to the home jurisdiction;
- Conduct a Task Force post-incident team meeting (possibly at the mobilization center on return). All accomplishments or conflicts should be identified and highlighted for all Task Force members;
- Ensure stress management activities are conducted; and
- Ensure a Task Force After-Action Report is completed and forwarded to DHS/FEMA Headquarters, with copies to the sponsoring agency within 30 days after return from the mission.